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Esso

IMPERIAL OIL LIMITED

500 SIXTH AVENUE SOUTH WEST, CALGARY, ALBERTA T2P 0S1

R. HORSFIELD  
CORPORATE MANAGER - ARCTIC

| EXTERNAL PRIORITIES<br>COORDINATION |      |        |        |
|-------------------------------------|------|--------|--------|
| JAN 7 1977                          |      |        |        |
|                                     | NOTE | ACTION | RETURN |
| RMM                                 | ✓    |        |        |
| DCW                                 |      |        |        |
| FILE: <u>803-6-805</u>              |      |        |        |

January 6, 1976

X-Ref. File 805 - Item #5

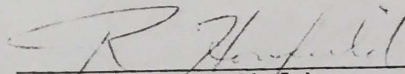
"Issues & Action  
Plan - Arctic"

Mr. D. H. MacAllan  
Corporate Affairs  
Toronto

"Arctic Corporate Committee  
Plans Book - 1977" is loose  
in file ~~803.6~~ (rec'd. with this  
letter) 805

The attached report contains my statement of  
Objectives and Activities which was approved by the  
Arctic Corporate Committee.

It also contains a listing of important Issues  
and Action Plans which have been developed by the  
Committee. These will be of interest to Dick Maier. The  
references to Government contacts and activities will be  
of interest to Phelps Bell's group.

  
R. Horsfield

RH:mm

Attachment

cc: Messrs D. D. Lougheed w/att.  
Arctic Corporate Committee w/att.  
A. P. Bell w/att.  
R. M. Maier "

PROPRIETARY

ARCTIC CORPORATE COMMITTEE

PLANS BOOK - 1977

I N D E X

1. External Activities/Corporate Presence
2. Government Contact List
3. Government Contact Record Form
4. Arctic Government Activities Register
5. Issues and Action Plan - Arctic
6. Thought Leaders
7. Role Statement - Corporate Committee
8. Role Statement - Corporate Manager





## EXTERNAL ACTIVITIES/CORPORATE PRESENCE

1.

I

- A. GENERAL OBJECTIVE: An "effective" and "acceptable" corporate presence in the community, to be accomplished by ensuring:

- a) All significant external activities affecting Imperial are anticipated and defined.
- b) All Imperial strategies or activities affecting the external environment in a significant way are anticipated and defined.
- c) That appropriate corporate attitudes and action programs are developed and managed in such a way as to advance legitimate corporate interests.

### Activities

- B. KEY RESULT AREAS

1. Political and civil service contact programs
2. Invite appropriate Government personnel to public and semi-private functions sponsored by the Company.  
Media relations programs
3. Distribute pertinent information to Government personnel, for their information, i.e., speeches, annual report, Christmas cards, etc.  
Thought leader contact programs, e.g., academic community
4. Review current and future external issues and action plans (see attachment) at every Arctic Corporate Committee meeting. Attach a listing of the perceived issues to the minutes of each meeting. Ensure that action plans are carried out.  
Community Relations - Associations/Organizations  
- Contributions
5. Review the regional external issues and action plans (see attachment) at every Arctic Corporate Committee meeting. Attach a listing of the perceived issues to the minutes of each meeting. Ensure that action plans are carried out.



KEY RESULT AREA - Political and Civil Service Contact Programs

Specific Objectives

- . Development and maintenance of an effective system to monitor and transmit actual or potential government action and political views to the appropriate point in the Company's organization.
- . Development of sound recommendations at the regional level for influencing the environment or adapting Imperial's operations to it.
- . Modification of government policies and/or Imperial Oil actions so that they are compatible and the Company's operations are successful.

Activities

1. Regular contact with senior officials of Territorial Governments and DIAND, and with appropriate Territorial Council Members and Federal M.P.'s, according to the attached list (page 3a). Reports of such contacts using standard form (page 3b) to be forwarded to Corporate Manager - Arctic for appropriate distribution.
2. Invite appropriate Government personnel to public and semi-private functions sponsored by the Company, i.e., film premiers, art exhibits, receptions for senior personnel transfers, visits by Directors, etc.
3. Distribute pertinent Company publications and Industry news items to appropriate Government personnel, for their information, i.e., speeches, annual report, Christmas cards, etc.
4. Review current and anticipated legislation by Territorial Governments and Federal Government, pertinent to Arctic, at every Corporate Committee meeting and assess need to influence changes. Government Activities Register (page 3c) will be appended to the minutes of the Arctic Corporate Committee meetings. Functional representatives on Committee will be responsible for monitoring respective functional areas.
5. Review the regional external issues and action plans (see attachment) at every Arctic Corporate Committee meeting. Attach a listing of the perceived issues to the minutes of each meeting. Ensure that action plans are carried out.

I EXTERNAL ACTIVITIES/CORPORATE PRESENCE (continued)

3.

KEY RESULT AREA - Political and Civil Service Contact Programs

Activities (continued)

6. Prepare and present to External Priorities Committee those issues and action plans indicated by E.P.C. Sub-Committee to have corporate priority. Ensure that decisions on action plans are carried out.
7. Corporate Manager, Arctic will distribute confidential monthly analysis of political scene to Regional Board Contact, General Manager, Corporate Affairs, Manager, Government Relations and Corporate Committee members.



## ARCTIC CORPORATE COMMITTEE

GOVERNMENT CONTACT LISTNWT GOVERNMENT CONTACT LIST

|                                       |                 | Prime            | Alternate                     |
|---------------------------------------|-----------------|------------------|-------------------------------|
| Commissioner                          | S. M. Hodgson   | R. Horsfield     | G. A. Fullerton/D. D. Baldwin |
| Deputy Commissioner                   | John Parker     | R. Horsfield     | G. A. Fullerton/D. D. Baldwin |
| Assistant Commissioner                | Garry Mullins   | R. Horsfield     | G. A. Fullerton/D. D. Baldwin |
| Executive Assistant                   | R. Pilot        | R. Horsfield     | -                             |
| Director - Planning & Program Eval.   | A. Gordon       | R. Horsfield     | G. A. Fullerton               |
| Director - Information                | A. Sorenson     | G. R. MacDonald  | R. Horsfield                  |
| Director - Local Government           | L. Elkin        | R. E. Baumbach   | D. D. Baldwin                 |
| Director - Education                  | B. Lewis        | N. S. J. Bloomer | G. R. MacDonald               |
| Director - Economic Development       | J. Bergasse     | R. Horsfield     | G. A. Fullerton/D. D. Baldwin |
| Director - Public Works               | D. L. Matthews  | R. E. Baumbach   | -                             |
| Director - Social Development         | K. J. Torrance  | N. S. J. Bloomer |                               |
| Director - Public Services            | Victor Irving   | N. S. J. Bloomer | R. E. Baumbach/A. Lorentz     |
| Director - Finance                    | E. Nielson      | R. Horsfield     |                               |
| Director - NWT Housing Corp.          | S. Dietz        | N. S. J. Bloomer | A. Lorentz                    |
| Director - Natural & Cultural Affairs | D. P. Mersereau | G. R. MacDonald  | -                             |
| Director - Personnel                  | Robin Bates     | N. S. J. Bloomer | -                             |

FEDERAL GOVERNMENT CONTACT LIST - NWT

|   |              |                    |                           |
|---|--------------|--------------------|---------------------------|
| Regional Director                             | R. Hornal    | D. D. Baldwin      | R. Horsfield              |
| Asst. Regional Director - Renewable Resources | G. Glazier   | D. D. Baldwin      | R. E. Baumbach            |
| Regional Geologist                            | R. Padgham   | R. A. F. Wilkinson |                           |
| Regional Manager, Oil & Gas                   | M. D. Thomas | D. D. Baldwin      | R. E. Baumbach/A. Lorentz |
| Regional Manager, Conservation                |              |                    |                           |
| Regional Manager, Public Affairs              | R. Johnson   | G. R. MacDonald    | R. Horsfield              |

FEDERAL GOVERNMENT CONTACT LIST - OTTAWA

|                       |       |                    |                |               |
|-----------------------|-------|--------------------|----------------|---------------|
| Minister              | DIAND | W. Allmand         | D. D. Lougheed | R. Horsfield  |
| Deputy Minister       | DIAND | A. Kroeger         | D. D. Lougheed | R. Horsfield  |
| Asst. Deputy Minister | DIAND | P. C. McKie        | R. Horsfield   | -             |
| Asst. Deputy Minister | DIAND | E. M. R. Cotterill | R. Horsfield   | D. D. Baldwin |

ARCTIC CORPORATE COMMITTEE  
GOVERNMENT CONTACT LIST

3(a).

|                  | Prime              | Alternate          | Minimum<br>Frequency<br>(times/year) |    |
|------------------|--------------------|--------------------|--------------------------------------|----|
| 1.               | S. M. Hodgson      | R. Horsfield       | G. A. Fullerton/D. D. Baldwin        | 4  |
|                  | John Parker        | R. Horsfield       | G. A. Fullerton/D. D. Baldwin        | 4  |
|                  | Garry Mullins      | R. Horsfield       | G. A. Fullerton/D. D. Baldwin        | 4  |
|                  | R. Pilot           | R. Horsfield       | -                                    | 2  |
|                  | A. Gordon          | R. Horsfield       | G. A. Fullerton                      | 2  |
|                  | A. Sorenson        | G. R. MacDonald    | R. Horsfield                         | 12 |
|                  | L. Elkin           | R. E. Baumbach     | D. D. Baldwin                        | *  |
|                  | B. Lewis           | N. S. J. Bloomer   | G. R. MacDonald                      | *  |
|                  | J. Bergasse        | R. Horsfield       | G. A. Fullerton/D. D. Baldwin        | 4  |
|                  | D. L. Matthews     | R. E. Baumbach     | -                                    | *  |
|                  | K. J. Torrance     | N. S. J. Bloomer   |                                      | *  |
|                  | Victor Irving      | N. S. J. Bloomer   | R. E. Baumbach/A. Lorentz            | *  |
|                  | E. Nielson         | R. Horsfield       |                                      | *  |
|                  | S. Dietz           | N. S. J. Bloomer   | A. Lorentz                           | *  |
| irs              | D. P. Mersereau    | G. R. MacDonald    | -                                    | *  |
|                  | Robin Bates        | N. S. J. Bloomer   | -                                    | *  |
| <u>NWT</u>       |                    |                    |                                      |    |
| e<br>s<br><br>on | R. Hernal          | D. D. Baldwin      | R. Horsfield                         | 4  |
|                  | G. Glazier         | D. D. Baldwin      | R. E. Baumbach                       | 2  |
|                  | R. Padgham         | R. A. F. Wilkinson |                                      | *  |
|                  | M. D. Thomas       | D. D. Baldwin      | R. E. Baumbach/A. Lorentz            | *  |
|                  | R. Johnson         | G. R. MacDonald    | R. Horsfield                         | 12 |
| <u>OTTAWA</u>    |                    |                    |                                      |    |
|                  | W. Allmand         | D. D. Lougheed     | R. Horsfield                         | -  |
|                  | A. Kroeger         | D. D. Lougheed     | R. Horsfield                         | -  |
|                  | P. C. McKie        | R. Horsfield       | -                                    | 2  |
|                  | E. M. R. Cotterill | R. Horsfield       | D. D. Baldwin                        | 2  |



GOVERNMENT CONTACT RECORD

3(b)

MEETING DATE

PARTICIPANTS

IMPERIAL

GOVERNMENT

INITIATED BY

PURPOSES

PREPARATION - LEAD DEPARTMENT

CONTACT

BRIEFING - DATE

GOVERNMENT RELATIONS

PARTICIPANTS

IMPERIAL

GOVERNMENT

RESULTS (MEMO ATTACHED IF LENGTHY)

DEBRIEFING - DATE

GOVERNMENT RELATIONS

COMPLETE AT FIRST INDICATION

COMPLETE AFTER CONTACT

# YUKON GOVERNMENT CONTACT LIST

Commissioner

Assistant Commissioner

Assistant Commissioner

Department Directors

A. Pearson

P. J. Gillespie

M. E. Miller

Prime

R. Horsfield

R. Horsfield

R. Horsfield

R. Horsfield

Alternate

G. R. MacDonald

## FEDERAL GOVERNMENT CONTACT LIST - YUKON

Regional Director

Regional Officers

B. Trevor

R. Horsfield

D. D. Baldwin

D. D. Baldwin

## FEDERAL LAND CLAIMS COMMISSIONER

J. K. Naysmith

R. Horsfield

## FEDERAL M.P.'s

Northwest Territories

Yukon Territory

Wally Firth

Eric Nielson

R. Horsfield

R. Horsfield

## N.W.T. COUNCIL MEMBERS

Inuvik

Western Arctic

Mackenzie-Great Bear

Mackenzie Liard

Hay River

Yellowknife North

Yellowknife South

Frobisher Bay

Tom Butters

John Steen

Bill Lafferty

Don Stewart

Dave Nickerson

David Searle

Bryan Pearson

R. Horsfield

R. Horsfield

A. Lorentz

R. Baumbach

R. Baumbach

R. Horsfield

R. Horsfield

R. Horsfield

G. R. MacDonald

G. R. MacDonald

G. R. MacDonald

G. R. MacDonald

G. R. MacDonald

G. R. MacDonald

G. R. MacDonald

G. R. MacDonald

January 1977



|                 | <u>Prime</u> | <u>Alternate</u> | <u>Minimum<br/>Frequency<br/>(times/year)</u> |
|-----------------|--------------|------------------|---|
| A. Pearson      | R. Horsfield |                  | 1   |
| P. J. Gillespie | R. Horsfield |                  | 1   |
| M. E. Miller    | R. Horsfield |                  | 1   |
|                 | R. Horsfield | G. R. MacDonald  | *   |

T - YUKON

|                |               |               |   |
|----------------|---------------|---------------|---|
| B. Trevor      | R. Horsfield  | D. D. Baldwin | * |
|                | D. D. Baldwin |               | * |
| J. K. Naysmith | R. Horsfield  |               | * |

|              |              |  |   |
|--------------|--------------|--|---|
| Wally Firth  | R. Horsfield |  | 2 |
| Eric Nielson | R. Horsfield |  | 1 |

|                |              |                 |   |
|----------------|--------------|-----------------|---|
| Tom Butters    | R. Horsfield | G. R. MacDonald | 4 |
| John Steen     | R. Horsfield | G. R. MacDonald | 4 |
|                | A. Lorentz   | G. R. MacDonald | 2 |
| Bill Lafferty  | R. Baumbach  | G. R. MacDonald | 2 |
| Don Stewart    | R. Baumbach  | G. R. MacDonald | 2 |
| Dave Nickerson | R. Horsfield | G. R. MacDonald | 2 |
| David Searle   | R. Horsfield | G. R. MacDonald | 2 |
| Bryan Pearson  | R. Horsfield | G. R. MacDonald | 2 |

\* as required

GOVERNMENT CONTACT RECORD

3(b)

MEETING DATE

PARTICIPANTS

IMPERIAL

GOVERNMENT

INITIATED BY

PURPOSES

PREPARATION - LEAD DEPARTMENT

CONTACT

BRIEFING - DATE

GOVERNMENT RELATIONS

PARTICIPANTS

IMPERIAL

GOVERNMENT

RESULTS (MEMO ATTACHED IF LENGTHY)

DEBRIEFING - DATE

GOVERNMENT RELATIONS

COMPLETE AT FIRST INDICATION

COMPLETE AFTER CONTACT



## ARCTIC GOVERNMENT ACTIVITIES REGISTER

3(c)

| Item                               | Description  | Activity  | Responsibility            |                            | Comments  |
|------------------------------------|--|---|---------------------------|----------------------------|---|
|                                    |  |   | Department                | Member                     |   |
| Canada Oil & Gas Land Regulations  | New regulations  | Draft tabled on May 19/76<br>Revisions pending          | Exploration               | R. Wilkinson               | H.Q. handling<br>Underhill monitoring   |
| MVPL Application                   | NEB Hearing  | In progress   | All                       | R. Horsfield               | Underhill monitoring and coordinating.<br>R. Horsfield witness on Phase 3c of NEB |
|                                    | Berger Inquiry   | Completed<br>Report by Mar/77                           |                           |                            |   |
| Arctic Islands Gas P/L             | Application by Polar Gas                                 | Deferred to late 1977                                   |                           |                            | Underhill monitoring  |
| Gas Plant Applications             | Imperial - Taglu<br>Gulf - Parsons<br>Shell - Niglintgak | Submitted. Environmental reviews pending                | Production                | D. Baldwin                 | Terms of permits will influence future operations in area.                        |
| Territorial Production Regulations | New regulations  | CPA negotiating with DIAND                              | Production                | D. Baldwin                 | Under discussion  |
| Pingo Park Landmark                | DIAND Parks Dept. proposal near Tuk                      | Negotiations proceeding with interested parties         | Exploration<br>Production | R. Wilkinson<br>D. Baldwin | Meeting with IOL personnel postponed by DIAND to Jan. 1977                        |
| Campbell Lake Preserve             | DOE/CWS proposal near Inuvik                             | Proposal discussed at public meeting in Inuvik, Nov./76 | Exploration<br>Production | R. Wilkinson<br>D. Baldwin | Uncertain status  |
| Native Claims                      | Inuit<br>Yukon CYI<br>N.W.T. Indian<br>N.W.T. Metis      | -Preparing<br>-Negotiating<br>-Submitted<br>-Preparing  | Corporate                 | R. Horsfield               | Monitoring  |

I EXTERNAL ACTIVITIES/CORPORATE PRESENCE (continued)

4.

KEY RESULT AREA - Media Relations Program

Specific Objectives

An informed and balanced reporting of Company activities and external activities which significantly affect Company objectives.

Activities

1. Regional Public Affairs near-term plan to be reviewed at every Corporate Committee meeting by Public Affairs Advisor.
2. Corporate Committee members will participate in Public Affairs plan as indicated in plan from time to time.
3. Corporate Committee members will respond appropriately to invitations to interviews, public speeches, etc.
4. Seek public support from others (individuals, companies, associations) for Company activities, and give public support to associates, e.g., CAGSL, when appropriate.



I EXTERNAL ACTIVITIES/CORPORATE PRESENCE (continued)

5.

KEY RESULT AREA - Thought leader contact programs

Specific Objectives

Obtain a balanced view and project an informed view of Company activities and external activities which significantly affect Company objectives.

Activities

1. Identify and maintain a list of "thought leaders" and pertinent associations in the North (page 5(a))
2. Corporate Committee members will establish and maintain personal contact with "thought leaders" in northern communities.
3. Corporate Committee members will participate actively in Chamber of Commerce and Trade Associations in the North (page 4(a)).
4. Corporate Committee meetings will be held in northern communities, i.e., Yellowknife, Inuvik, periodically so "thought leaders" can be invited to address the meeting.

Thought Leaders (other than Government, media, Trade Associations)

|                       |             |                                 |
|-----------------------|-------------|---------------------------------|
| Dick Hill             | Inuvik      | (businessman)                   |
| Nellie Cournoyea      | Inuvik      | (PRO, COPE)                     |
| Father LeMuer         | Tuktoyaktuk | (priest)                        |
| Rick Hardy            | Yellowknife | (President, Metis Assoc)        |
| George Erasmus        | Yellowknife | (President, Indian Brotherhood) |
| Father Adam           | Aklavik     | (priest)                        |
| Dave Reesor           | Yellowknife | (Assoc. of Municipalities)      |
| Brian North           | Yellowknife | (Yellowknife Exhibition)        |
| Brig.Gen.Thorneycroft | Yellowknife | (Commander, Northern Defense)   |

Associations

|   |  |
|---|--|
| Chamber of Commerce   |  |
| N.W.T.  | - R. Horsfield, G. A. Fullerton            |
| Inuvik  | - D.D. Baldwin                             |
| Norman Wells  | - A. Lorentz                               |
| Yellowknife   | - R. Baumbach                              |
| Alberta-Northwest Chamber of<br>Mines, Oil & Resources                  | - R. Horsfield, G. Fullerton<br>A. Lorentz |
| COPE  | - R. Horsfield (associate)                 |
| Inuit Tapirisat of Canada   | - R. Horsfield (associate)                 |
| Canadian Association in Support<br>of Native People                     | - R. Horsfield (director)                  |
| Petroleum Industry Committee for<br>Employment of Northern<br>Residents | - R. Horsfield (Vice Chairman)             |



KEY RESULT AREA - Community Relations

Specific Objectives

Recognition by the community that Imperial is a strong and responsible corporation whose economic and social actions meet legal and community standards.

Activities

1. Encourage resident employees and associates (agents) to participate in community affairs.
2. Establish and maintain contact with Mayors and Council members in major centres and communities near our operations (Tuk, Aklavik, Inuvik, Yellowknife, Frobisher Bay, Norman Wells).
3. Continue established program in Mackenzie Delta and Baffin Island communities of holding regular community meetings to discuss Company operations in the vicinity. Begin similar program in Norman Wells.
4. Corporate Manager, Arctic meet with Associates (agents) occasionally to obtain local assessment of corporate presence.
5. Respond to requests and contribute to community projects in a sensitive and consistent manner. (See Contributions Budget)
6. Arrange showing of Company's art collection and films in northern communities.

- A. GENERAL OBJECTIVE: Informed and motivated members and associates of the corporation better able to effectively carry out their business responsibilities and represent the Company in the public forum.

B. KEY RESULT AREAS

. Management

. Other employees

. Sales Associates

. Annuityants



KEY RESULT AREA - Management

Specific Objectives

A management which has sufficient knowledge of Company goals and operations that its own actions enhance (optimize) the efficiency (profitability) of the Company and so that they may effectively advance legitimate corporate goals in the community.

Activities

(Note: Managers with responsibility for northern operations are based in other Regions, mainly Alberta and British Columbia, and interact with other Regional Corporate Committees.)

1. Review significant Arctic programs in Prairie/Arctic Corporate Committee.
2. Arctic Corporate Committee members participate in other Regional Corporate Committee meetings on request to review pertinent Arctic programs.
3. Invite senior representatives from Headquarters in Toronto to Prairie/Arctic Corporate meeting to inform on corporate programs.
4. Corporate Manager, Arctic attend management reviews of functional near-term plans and Executive reviews of quarterly earnings, and receive informational copies of pertinent progress reports.

KEY RESULT AREA - Other Employees

Specific Objectives

An employee group with a high awareness of significant issues and activities and a balanced view of the major considerations surrounding them.

An employee group who recognize the Company's reasons for and efforts to achieve this state in order to improve morale and satisfaction in their work relationship.

Activities

(Note: The only groups of regular employees resident in the Arctic Region are:

- (a) about 40 located at Norman Wells
- (b) about 40 located in Delta communities.

All others commute from the South, mainly from Edmonton.)

1. Norman Wells Manager will, by appropriate means, keep Norman Wells employees informed of significant issues and activities. Other Corporate Committee members, including Corporate Manager, Arctic, will participate on request. Employees will probably attend proposed Community meetings also (see Community Relations).
2. Frontier Planning Manager (Production) will, by appropriate means, keep Delta employees informed of significant issues and activities. (Southern based employees will be included in other Regional programs, i.e., Alberta.)
3. Corporate Manager, Arctic will write "Newsletters to Arctic Employees" periodically. ("Bulletins" on topical subjects will continue to be sent to all employees.)



II INTERNAL COMMUNICATIONS (continued)

10.

KEY RESULT AREA - Associates

Specific Objectives

An associate group with a strong understanding of common areas of interest, who enhance the Company's reputation in the community.

Activities

1. Corporate Committee members continue to participate in annual seminars with Northern Agents to explain functional programs in the area and corporate affairs.
2. Marketing member discuss significant Company activities during operations meeting with Agents.

II INTERNAL COMMUNICATIONS (continued)

11.

KEY RESULT AREA - Annuitants

Specific Objectives

An annuitant group capable in a general way of describing (representing) Company views in their community.

Activities

(Note: Not applicable in the Arctic)



- A. GENERAL OBJECTIVES: A management forum which will act as a major contributor to corporate consciousness and integrated departmental actions where these will improve corporate performance and profitability.

B. KEY RESULT AREAS

- . Meetings (Formal integration)
- . Informal interdepartmental communications

Activities

1. Corporate Committee meetings will be scheduled regularly every month as follows:

| <u>Corporate Committee</u> | <u>Date</u> | <u>Place</u> | <u>Chairman</u> |
|----------------------------|-------------|--------------|-----------------|
|                            | 1977        |              |                 |
| Prairie/Arctic             | Jan. 27     | Calgary      | W. B. Gingle    |
| Arctic                     | Feb. 23     | Inuvik       | R. Horsfield    |
| Prairie/Arctic             | Mar. 24     | Winnipeg     | G. J. Chaput    |
| Arctic                     | Apr. 27     | Edmonton     | R. Horsfield    |
| Prairie/Arctic             | May 26      | Edmonton     | R. Horsfield    |
| Arctic                     | June 29     | Calgary      | R. Horsfield    |
| Prairie/Arctic             | July 28     | Calgary      | (Alberta)       |
| Arctic                     | Aug. 31     | Edmonton     | R. Horsfield    |
| Prairie/Arctic             | Sep. 29     | Winnipeg     | G. J. Chaput    |
| Arctic                     | Oct. 26     | Yellowknife  | R. Horsfield    |
| Prairie/Arctic             | Nov. 24     | Edmonton     | R. Horsfield    |
| Arctic                     | Dec. 21     | Calgary      | R. Horsfield    |

2. Agenda will provide for function reviews of general interest to which other employees will be invited from time to time. Specific reviews of topical items will also be scheduled for interdepartmental information purposes.

3. Attendance at Corporate Committee meetings by Board Contact as often as possible.

KEY RESULT AREA - Meetings (Formal integration)Specific Objectives

- . Pertinent agenda developed with the full participation of members which effectively provide a method of reporting monitored information and developing/implementing/auditing corporate programs related to the External Activities and Internal Communications programs outlined in Areas I and II.
- . A forum for interdepartmental integration of corporate policies and operations when this is required.

Activities

1. Corporate Committee meetings will be scheduled regularly every month as follows:

| <u>Corporate Committee</u> | <u>Date</u><br>1977 | <u>Place</u> | <u>Chairman</u> |
|----------------------------|---------------------|--------------|-----------------|
| Prairie/Arctic             | Jan. 27             | Calgary      | W. B. Dingle    |
| Arctic                     | Feb. 23             | Inuvik       | R. Horsfield    |
| Prairie/Arctic             | Mar. 24             | Winnipeg     | U. J. Chaput    |
| Arctic                     | Apr. 27             | Edmonton     | R. Horsfield    |
| Prairie/Arctic             | May 26              | Edmonton     | R. Horsfield    |
| Arctic                     | June 29             | Calgary      | R. Horsfield    |
| Prairie/Arctic             | July 28             | Calgary      | (Alberta)       |
| Arctic                     | Aug. 31             | Edmonton     | R. Horsfield    |
| Prairie/Arctic             | Sep. 29             | Winnipeg     | U. J. Chaput    |
| Arctic                     | Oct. 26             | Yellowknife  | R. Horsfield    |
| Prairie/Arctic             | Nov. 24             | Edmonton     | R. Horsfield    |
| Arctic                     | Dec. 21             | Calgary      | R. Horsfield    |

2. Agenda will provide for function reviews of general interest to which other employees will be invited from time to time. Specific reviews of topical items will also be scheduled for interdepartmental information purposes.
3. Attendance at Corporate Committee meetings by Board Contact as often as possible.



KEY RESULT AREA - Informal Interdepartmental Communications

Specific Objectives

An attitude/atmosphere amongst departmental managements which makes easy their day to day communication of external or internal events significant to the corporation and which provides the Corporate Manager (Public Affairs) full and rapid knowledge of events important to his carrying out his functions.

Activities

1. Circulate informational items among Corporate Committee members as they arise.
2. Corporate Committee members will invite other members to functional meetings and social events when appropriate.

RH:mm

January 1977

ARCTIC CORPORATE COMMITTEE  
GOVERNMENT CONTACT LIST

NWT GOVERNMENT CONTACT LIST

Commissioner  
Deputy Commissioner  
Assistant Commissioner  
Executive Assistant  
Director - Planning & Program Eval.  
Director - Information  
Director - Local Government  
Director - Education  
Director - Economic Development  
Director - Public Works  
Director - Social Development  
Director - Public Services  
Director - Finance  
Director - NWT Housing Corp.  
Director - Natural & Cultural Affairs  
Director - Personnel

S. M. Hodgson  
John Parker  
Garry Mullins  
R. Pilot  
A. Gordon  
A. Sorenson  
L. Elkin  
B. Lewis  
J. Bergasse  
D. L. Matthews  
K. J. Torrance  
Victor Irving  
E. Nielson  
S. Dietz  
D. P. Mersereau  
Robin Bates

Prime

R. Horsfield  
R. Horsfield  
R. Horsfield  
R. Horsfield  
R. Horsfield  
G. R. MacDonald  
R. E. Baumbach  
N. S. J. Bloomer  
R. Horsfield  
R. E. Baumbach  
N. S. J. Bloomer  
N. S. J. Bloomer  
R. Horsfield  
N. S. J. Bloomer  
G. R. MacDonald  
N. S. J. Bloomer

Alternate

G. A. Fullerton/D. D. Baldwin  
G. A. Fullerton/D. D. Baldwin  
G. A. Fullerton/D. D. Baldwin  
-  
G. A. Fullerton  
R. Horsfield  
D. D. Baldwin  
G. R. MacDonald  
G. A. Fullerton/D. D. Baldwin  
-  
R. E. Baumbach/A. Lorentz  
A. Lorentz  
-  
-

FEDERAL GOVERNMENT CONTACT LIST - NWT

Regional Director  
Asst. Regional Director - Renewable  
Resources

R. Horna  
G. Glazier

D. D. Baldwin  
D. D. Baldwin

R. Horsfield  
R. E. Baumbach

Regional Geologist  
Regional Manager, Oil & Gas  
Conservation

R. Padgham  
M. D. Thomas

R. A. F. Wilkinson  
D. D. Baldwin

R. E. Baumbach/A. Lorentz

Regional Manager, Public Affairs

R. Johnson

G. R. MacDonald

R. Horsfield

FEDERAL GOVERNMENT CONTACT LIST - OTTAWA

Minister DIAND  
Deputy Minister DIAND  
Asst. Deputy Minister DIAND  
Asst. Deputy Minister DIAND

W. Allmand  
A. Kroeger  
P. C. McKie  
E. M. R. Cotterill

D. D. Lougheed  
D. D. Lougheed  
R. Horsfield  
R. Horsfield

R. Horsfield  
R. Horsfield  
-  
D. D. Baldwin



ARCTIC CORPORATE COMMITTEE  
GOVERNMENT CONTACT LIST

LIST

3(a).

|              |                 | Prime            | Alternate                     | Minimum<br>Frequency<br>(times/year) |
|--------------|-----------------|------------------|-------------------------------|--------------------------------------|
|              | S. M. Hodgson   | R. Horsfield     |                               |                                      |
|              | John Parker     | R. Horsfield     | G. A. Fullerton/D. D. Baldwin | 4                                    |
|              | Garry Mullins   | R. Horsfield     | G. A. Fullerton/D. D. Baldwin | 4                                    |
|              | R. Pilot        | R. Horsfield     | G. A. Fullerton/D. D. Baldwin | 4                                    |
| ogram Eval.  | A. Gordon       | R. Horsfield     | -                             | 2                                    |
| ent          | A. Sorenson     | G. R. MacDonald  | G. A. Fullerton               | 2                                    |
|              | L. Elkin        | R. E. Baumbach   | R. Horsfield                  | 12                                   |
| opment       | B. Lewis        | N. S. J. Bloomer | D. D. Baldwin                 | *                                    |
|              | J. Bergasse     | R. Horsfield     | G. R. MacDonald               | *                                    |
| ment         | D. L. Matthews  | R. E. Baumbach   | G. A. Fullerton/D. D. Baldwin | 4                                    |
| s            | K. J. Torrance  | N. S. J. Bloomer | -                             | *                                    |
|              | Victor Irving   | N. S. J. Bloomer | R. E. Baumbach/A. Lorentz     | *                                    |
| rp.          | E. Nielson      | R. Horsfield     |                               | *                                    |
| ural Affairs | S. Dietz        | N. S. J. Bloomer | A. Lorentz                    | *                                    |
|              | D. P. Mersereau | G. R. MacDonald  | -                             | *                                    |
|              | Robin Bates     | N. S. J. Bloomer | -                             | *                                    |

T LIST - NWT

|                            |              |                    |                           |    |
|----------------------------|--------------|--------------------|---------------------------|----|
|                            | R. Horna     | D. D. Baldwin      | R. Horsfield              | 4  |
| Renewable<br>Resources     | G. Glazier   | D. D. Baldwin      | R. E. Baumbach            | 2  |
|                            | R. Padgham   | R. A. F. Wilkinson |                           | *  |
| is<br>nservation<br>ffairs | M. D. Thomas | D. D. Baldwin      | R. E. Baumbach/A. Lorentz | *  |
|                            | R. Johnson   | G. R. MacDonald    | R. Horsfield              | 12 |

LIST - OTTAWA

|    |                    |                |               |   |
|----|--------------------|----------------|---------------|---|
| ND | W. Allmand         | D. D. Lougheed | R. Horsfield  | - |
| ND | A. Kroeger         | D. D. Lougheed | R. Horsfield  | - |
| ND | P. C. McKie        | R. Horsfield   | -             | 2 |
| ND | E. M. R. Cotterill | R. Horsfield   | D. D. Baldwin | 2 |

\* as required

# YUKON GOVERNMENT CONTACT LIST

Commissioner  
Assistant Commissioner  
Assistant Commissioner  
Department Directors

A. Pearson  
P. J. Gillespie  
M. E. Miller

Prime  
R. Horsfield  
R. Horsfield  
R. Horsfield  
R. Horsfield

Alternate

Minimum  
Frequency  
(times/year)

## FEDERAL GOVERNMENT CONTACT LIST - YUKON

Regional Director  
Regional Officers

B. Trevor

R. Horsfield  
D. D. Baldwin

G. R. MacDonald

\*

## FEDERAL LAND CLAIMS COMMISSIONER

J. K. Naysmith

R. Horsfield

\*

\*

\*

## FEDERAL M.P.'s

Northwest Territories  
Yukon Territory

Wally Firth  
Eric Nielson

R. Horsfield  
R. Horsfield

2

1

## N.W.T. COUNCIL MEMBERS

Inuvik  
Western Arctic  
Mackenzie-Great Bear  
Mackenzie Liard  
Hay River  
Yellowknife North  
Yellowknife South  
Frobisher Bay

Tom Butters  
John Steen  
  
Bill Lafferty  
Don Stewart  
Dave Nickerson  
David Searle  
Bryan Pearson

R. Horsfield  
R. Horsfield  
A. Lorentz  
R. Baumbach  
R. Baumbach  
R. Horsfield  
R. Horsfield  
R. Horsfield

G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald

4

4

2

2

2

2

2

2

2

\* as required

January 1977

IM-1 Box3  
IM-1 Box4  
\*IM-1 Box11 ✓ cic

Box56



## YUKON GOVERNMENT CONTACT LIST

Commissioner  
Assistant Commissioner  
Assistant Commissioner  
Department Directors

A. Pearson  
P. J. Gillespie  
M. E. Miller

Prime  
R. Horsfield  
R. Horsfield  
R. Horsfield  
R. Horsfield

Alternate

## FEDERAL GOVERNMENT CONTACT LIST - YUKON

Regional Director  
Regional Officers

B. Trevor

R. Horsfield  
D. D. Baldwin

G. R. MacDonald

D. D. Baldwin

## FEDERAL LAND CLAIMS COMMISSIONER

J. K. Naysmith

R. Horsfield

## FEDERAL M.P.'s

Northwest Territories  
Yukon Territory

Wally Firth  
Eric Nielson

R. Horsfield  
R. Horsfield

## N.W.T. COUNCIL MEMBERS

Inuvik  
Western Arctic  
Mackenzie-Great Bear  
Mackenzie Liard  
Hay River  
Yellowknife North  
Yellowknife South  
Frobisher Bay

Tom Butters  
John Steen  
  
Bill Lafferty  
Don Stewart  
Dave Nickerson  
David Searle  
Bryan Pearson

R. Horsfield  
R. Horsfield  
A. Lorentz  
R. Baumbach  
R. Baumbach  
R. Horsfield  
R. Horsfield  
R. Horsfield

G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald  
G. R. MacDonald

January 1977

GOVERNMENT CONTACT RECORD

3(b)

MEETING DATE

PARTICIPANTS

IMPERIAL

GOVERNMENT

INITIATED BY

PURPOSES

PREPARATION - LEAD DEPARTMENT

CONTACT

BRIEFING - DATE

GOVERNMENT RELATIONS

PARTICIPANTS

IMPERIAL

GOVERNMENT

RESULTS (MEMO ATTACHED IF LENGTHY)

DEBRIEFING - DATE

GOVERNMENT RELATIONS





4

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## ARCTIC GOVERNMENT ACTIVITIES REGISTER

3(c)

| <u>Item</u>                        | <u>Description</u>                                    | <u>Activity</u>   | <u>Responsibility</u>     |                            | <u>Comments</u>   |
|------------------------------------|---|---|---------------------------|----------------------------|---|
|                                    |   |   | <u>Department</u>         | <u>Member</u>              |   |
| Canada Oil & Gas Land Regulations  | New regulations                                       | Draft tabled on May 19/76<br>Revisions pending          | Exploration               | R. Wilkinson               | H.Q. handling<br>Underhill monitoring   |
| MVPL Application                   | NEB Hearing   | In progress   | All                       | R. Horsfield               | Underhill monitoring and coordinating.<br>R. Horsfield witness on Phase 3c of NEB |
|                                    | Berger Inquiry  | Completed<br>Report by Mar/77                           |                           |                            |   |
| Arctic Islands Gas P/L             | Application by Polar Gas                              | Deferred to late 1977                                   |                           |                            | Underhill monitoring  |
| Gas Plant Applications             | Imperial - Taglu Gulf - Parsons<br>Shell - Niglintgak | Submitted. Environmental reviews pending                | Production                | D. Baldwin                 | Terms of permits will influence future operations in area.                        |
| Territorial Production Regulations | New regulations                                       | CPA negotiating with DIAND                              | Production                | D. Baldwin                 | Under discussion  |
| Pingo Park Landmark                | DIAND Parks Dept. proposal near Tuk                   | Negotiations proceeding with interested parties         | Exploration<br>Production | R. Wilkinson<br>D. Baldwin | Meeting with IOL personnel postponed by DIAND to Jan. 1977                        |
| Campbell Lake Preserve             | DOE/CWS proposal near Inuvik                          | Proposal discussed at public meeting in Inuvik, Nov./76 | Exploration<br>Production | R. Wilkinson<br>D. Baldwin | Uncertain status  |
| Native Claims                      | Inuit<br>Yukon CYI<br>N.W.T. Indian<br>N.W.T. Metis   | -Preparing<br>-Negotiating<br>-Submitted<br>-Preparing  | Corporate                 | R. Horsfield               | Monitoring  |



5

6

IssueSituation AppraisalOpportunity/ThreatKey Assumption

## Native Employment

- Federal Government requires oil industry provide jobs and training for natives
  - Northern priorities for decade.
  - CAGPL agreement requiring natives in work force
  - Pricing conditions attached to Norman Wells product
  - Chretien comment to J.A.A. in October 1976 re jobs for all.
- Natives expect opportunity to participate in development employment opportunities
- Limited supply of native workers
- Limited level of education levels achieved by natives
- Increasing number of natives working in Petroleum Industry (PICENR Survey) and more being trained (NORTRAN). Turnover is decreasing.
- Pressure from native organizations against working in industry until native claims settled.
- Imperial has a native employment plan for Norman Wells and Delta to 1981
- Union influence will increase on P/L and plant construction projects.

- Company image adversely affected by accusations of insensitivity, discrimination and irresponsibility from native organizations.
- Company profitability would be adversely affected by denial of price increases at Norman Wells and by forced employment quotas and unions.

Employment contract will be forced on industry by Federal Government



ISSUES & ACTION PLANS  
ARCTIC REGION

Key Assumption

Employment contract  
will be forced on  
industry by Federal  
Government

Objective

Imperial perceived as a  
responsible and respon-  
sive employer by natives,  
Government and public.

Strategy

Review status of native employ-  
ment plan with Corporate  
Committee

Maintain awareness of Industry  
performance through partici-  
pation in PICENR

Maintain liaison with NORTRAN  
for recruitment and training  
of natives

Discuss Imperial's views and  
plans with community officials  
and Federal Government

Influence development of labor  
legislation and standards in  
N.W.T. through discussions  
with Territorial officials.

Action

Four times yearly

Attend meetings and  
contribute to annual  
survey

Meet DIAND

Plan

M  
J  
A  
O

J

Issue Responsibility: N.S.J.Bloomer

| Strategy  | Plan  |  | Status |
|---|---|--|--------|
|   | Action  | Date/Responsibility                              |        |
| us of native employ-<br>ith Corporate                                       | Four times yearly                                     | March N.S.J.Bloomer<br>June<br>August<br>October |        |
| areness of Industry<br>through partici-<br>CENR                             | Attend meetings and<br>contribute to annual<br>survey | R. Horsfield                                     |        |
| ison with NORTRAN<br>ent and training                                       |   | R. Horsfield )<br>N.S.J.Bloomer)                 |        |
| rial's views and<br>ommunity officials<br>Government                        | Meet DIAND  | January A. B. Lorentz)<br>R. Horsfield )         |        |
| velopment of labor<br>and standards in<br>gh discussions<br>rial officials. |   | N.S.J.Bloomer                                    |        |



| <u>Issue</u>               | <u>Situation Appraisal</u>   | <u>Opportunity/Threat</u>  | <u>Key Assumption</u>   |
|----------------------------|--|--|---|
| Local Business Development | <ul style="list-style-type: none"> <li>- In the past, southern contractors have provided much of the labor and equipment. Goods &amp; service flown in.</li> <li>- Present opportunities limited by lack of size and experience of local businesses.</li> <li>- Some northerners (mainly native) fear involvement in a boom or bust economy. High risk.</li> <li>- Some northerners (mainly white) fear preference given to southerners in establishing support services to oil development.</li> <li>- N.W.T. Chamber of Commerce pressing for more local business involvement</li> <li>- Federal and N.W.T. Governments want to ensure local business is developed. Have stated "preference" on government contracts.</li> <li>- N.W.T. Government has set up Business Advisory Board</li> <li>- Berger Report will likely recommend more northern involvement.</li> <li>- Expect direction from DIAND in Gas Plant and P/L permits to give preferences to Native Corporations. (Like James Bay, Syncrude etc.)</li> </ul> | <ul style="list-style-type: none"> <li>- Petroleum Industry blamed for not doing an adequate job of offering northerners business opportunities.</li> </ul> <p>DIAND may make it mandatory for petroleum companies to use local businesses in inefficient way.</p> | <p>Berger will recommend and DIAND will impose condition on industry to ensure local business development in the North; starting with CAGSL approval.</p> |

| Objective   | Strategy  | Action  | Plan                      | Date/Responsibility            | Status |
|---|---|---|---------------------------|--------------------------------|--------|
| imperial perceived as encouraging and supporting local business in a constructive manner. | - Work with CAGPL and industry in defining opportunities that could be available locally                            | Analyze with CAGPL and industry opportunities available to northerners, i.e., Business Advisory Board.  | 7706                      | D.D.Baldwin                    |        |
| nsure that DIAND requirements are reasonable.   | - Maintain a regular, scheduled liaison with municipal governments and local businesses to inform them of our plans | Schedule regular meetings with local business and government to outline our plans, changes and progress related to utilization of local services. | Semi-annual<br>Oct. & May | D.D.Baldwin                    |        |
|   | - Make a concerted effort in planning to use local services   | Ensure Field Services & Fluor personnel are aware of corporate objective.   |                           | D. D. Baldwin                  |        |
|   | - Be prepared to pay slight premium on small jobs so that local businesses can develop and grow                     | Prepare semi-annual reports summarizing actual use of local business (identify reasons for not using local businesses if appropriate).            | Oct. & May                | D. D. Baldwin                  |        |
|   | - Maintain an awareness of DIAND's thinking and offer advice as need indicated.                                     | Set up a system of appraisals of local services that can be discussed with them when they are bidding on contracts.                               |                           | D. D. Baldwin                  |        |
|   |   | Become more active in local and Territorial Chambers of Commerce by offering to provide overview of our activities at regular intervals.          |                           | D.D.Baldwin/<br>R. Horsfield   |        |
|   |   | Review DIAND's actions and keep in touch with appropriate Northern Affairs people. See:   |                           | D. D. Baldwin/<br>R. Horsfield |        |
|   |   | 1. Gov't. Task Force Report<br>2. Nanisivik Mine Agreement<br>3. Syncrude Agreement<br>4. James Bay Agreement                                     |                           |                                |        |



| <u>Objective</u>  | <u>Strategy</u>   | <u>Plan</u>   |                            | <u>Status</u>                  |
|---|---|---|----------------------------|--------------------------------|
|   |   | <u>Action</u>   | <u>Date/Responsibility</u> |                                |
| - Imperial perceived as encouraging and supporting local business in a constructive manner. | - Work with CAGPL and industry in defining opportunities that could be available locally                            | Analyze with CAGPL and industry opportunities available to northerners, i.e., Business Advisory Board.  | 7706                       | D.D.Baldwin                    |
|   | - Ensure that DIAND requirements are reasonable.  | Schedule regular meetings with local business and government to outline our plans, changes and progress related to utilization of local services. | Semi-annual<br>Oct. & May  | D.D.Baldwin                    |
|   | - Maintain a regular, scheduled liaison with municipal governments and local businesses to inform them of our plans | Ensure Field Services & Fluor personnel are aware of corporate objective.   |                            | D. D. Baldwin                  |
|   | - Make a concerted effort in planning to use local services   | Prepare semi-annual reports summarizing actual use of local business (identify reasons for not using local businesses if appropriate).            | Oct. & May                 | D. D. Baldwin                  |
|   | - Be prepared to pay slight premium on small jobs so that local businesses can develop and grow                     | Set up a system of appraisals of local services that can be discussed with them when they are bidding on contracts.                               |                            | D. D. Baldwin                  |
|   | - Maintain an awareness of DIAND's thinking and offer advice as need indicated.                                     | Become more active in local and Territorial Chambers of Commerce by offering to provide overview of our activities at regular intervals.          |                            | D.D.Baldwin/<br>R. Horsfield   |
|   |   | Review DIAND's actions and keep in touch with appropriate Northern Affairs people. See:   |                            | D. D. Baldwin/<br>R. Horsfield |
|   |   | 1. Gov't. Task Force Report<br>2. Nanisivik Mine Agreement<br>3. Syncrude Agreement   |                            |                                |

IssueSituation AppraisalOpportunity/Threat

## Discrimination

- Some discriminatory accommodation and related services apparent (southerner vs native)
- Housing limited and expensive
- Limited medical, education and transportation facilities
- Different social welfare programs in N.W.T.
- Public pressure on Imperial to be part of community
- Different pay and benefit schemes by different companies (and government) in same communities
- Company currently studying feasibility of several gas plant employees eventually living in Inuvik.
- Norman Wells historical practices are different than current and contemplated practices for Delta operations.

- Company image adversely affected if discriminatory treatment practiced
- Legislative sanctions imposed as a result of bad Imperial practices



| <u>Key Assumption</u>  | <u>Objective</u>  | <u>Strategy</u>   | <u>Action</u>  |
|--|---|---|--|
| Imperial is seen to be Industry leader and is most visible and subject to attack for discriminatory practices. | <p>Provision of equitable and consistent treatment to all employees.</p> <p>Necessary changes made without adverse impact on employee morale.</p> | <ul style="list-style-type: none"> <li>- Determine Imperial housing and related services required for next five and ten years.</li> <li>- Identify and define living accommodation and related facilities for all current employees including any special allowances or subsidies and any special sociological distinctions. Compare with other Companies and government.</li> <li>- Identify possible concerns re school and medical facilities for employees or dependents.</li> <li>- Rationalize social welfare programs available for north-erners and Imperial benefits.</li> <li>- Influence government programs and/or adjust Company programs where deemed necessary.</li> <li>- Keep municipalities informed of Company plans and problems.</li> <li>- Integrate Company services and employees into Norman Wells community.</li> </ul> | <p>Review findings and recommendations with Corp. Com.</p> <p>Close Company at Norman Wells</p> <p>Integrate Norman Wells Company into community</p> <p>Work with CAG on housing at Imperial</p> |

Issue Responsibility: H.S.J. Bloomer

| <u>Strategy</u>  | <u>Action</u>   | <u>Plan</u> | <u>Date/Responsibility</u> | <u>Status</u> |
|--|---|-------------|----------------------------|---------------|
| Determine Imperial housing and related services required for five and ten years.   | Review findings and recommendations with Corp. Committee. |             | ?/N.S.J. Bloomer           |               |
| Identify and define living accommodation and related facilities for all current employees including any special advances or subsidies and special sociological functions. Compare with Companies and government. | Close Company store at Norman Wells                       |             | ?/A.B. Lorentz             |               |
|  | Integrate Norman Wells Company housing into community     |             | ?/A.B. Lorentz             |               |
| Identify possible concerns school and medical facilities for employees or students.  | Work with CAGSL re housing at Inuvik                      |             | ?/D. D. Baldwin            |               |
| Realize social welfare programs available for north- and Imperial benefits.  |   |             |                            |               |
| Review government programs and adjust Company programs deemed necessary.   |   |             |                            |               |
| Inform municipalities of company plans and problems.   |   |             |                            |               |
| Integrate Company services into Norman Wells community.  |   |             |                            |               |



| <u>Issue</u>  | <u>Situation Appraisal</u>  | <u>Opportunity/Threat</u>  | <u>Key Assumption</u>  |
|---------------|---|--|--|
| Native Rights | <ul style="list-style-type: none"> <li>- Federal Government has recognized northern natives have legitimate claims</li> <li>- It has settled claims with James Bay Inuit and Indians; has funded claims research by N.W.T. native groups, and is actively pursuing a settlement with Yukon Indians.</li> <li>- N.W.T. Inuit have settlement proposal "Nunavut" before the government</li> <li>- N.W.T. Indians proposed "Agreement in Principle" with government October 25/76</li> <li>- N.W.T. Metis have split away from Brotherhood on Dene Declaration. Developing own claims by July/77.</li> <li>- Churches are supporting Brotherhood financially</li> <li>- Northern native groups continue to harass oil industry and seek participation</li> <li>- Imperial has opened dialogue with ITC about Nunavut proposal</li> <li>- "Settlement Before Development" continues to remain key theme in all claims</li> <li>- Imperial's current position is that the Company would like to see a just and equitable settlement but that development should not be held up.</li> </ul> | <ul style="list-style-type: none"> <li>- Petroleum industry is being used as a pawn in negotiations</li> <li>- Government will use the industry as instruments of social policy, i.e., employment, training, business development, etc.</li> <li>Sit-ins, harassment, resistance to development</li> </ul> | Federal Government will allow development while negotiations being carried on. |

| <u>Objective</u>   | <u>Strategy</u>   | <u>Plan</u>  |  |
|--|---|--|--|
|  |   | <u>Action</u>  | <u>Date/Responsibility</u>                                     |
| Imperial's activities not adversely affected by settlement | Monitor publications and media people                         | Review with Corp. Committee                                      | Each Corp. meeting<br>R. Horsfield                             |
|  | Monitor government and native activities                      |  |  |
|  | Audit department operations and plans for potential conflicts |  |  |
|  | Maintain liaison with native leaders                          | Meet w/Rick Hardy<br>Meet w/Geo. Erasmus<br>Meet w/James Arvaluk | February<br>February<br>January<br>R. Horsfield                |
|  | Maintain liaison with CASNP                                   | Attend CASNP meetings  | R. Horsfield   |
|  | Maintain community visits                                     | Tuk<br>Aklavik<br>Frobisher Bay                                  | March<br>March<br>?<br>RH, DDB, GRM<br>RH, DDB, GRM<br>RH, GRM |
|  | Reassess and maintain corporate position                      | EPC Review   | Dec.9/76<br>R. Horsfield                                       |
|  | Influence DIAND as deemed necessary                           | Meet with Cotterill of DIAND                                     | Jan.5/77<br>R. Horsfield/<br>J. C. Underhill                   |



Issue Responsibility: R. Horsfield

| Strategy  | Action   | Plan                            | Date/Responsibility                     | Status |
|---|--|---------------------------------|---|--------|
| Monitor publications and media people                         | Review with Corp. Committee                                      | Each Corp. meeting              | R. Horsfield                            |        |
| Monitor government and native activities                      |  |                                 |   |        |
| Audit department operations and plans for potential conflicts |  |                                 |   |        |
| Maintain liaison with native leaders                          | Meet w/Rick Hardy<br>Meet w/Geo. Erasmus<br>Meet w/James Arvaluk | February<br>February<br>January | R. Horsfield                            |        |
| Maintain liaison with CASNP                                   | Attend CASNP meetings  |                                 | R. Horsfield                            |        |
| Maintain community visits                                     | Tuk<br>Aklavik<br>Frobisher Bay                                  | March<br>March<br>?             | RH, DDB, GRM<br>RH, DDB, GRM<br>RH, GRM |        |
| Reassess and maintain corporate position                      | EPC Review   | Dec. 9/76                       | R. Horsfield                            |        |
| Influence DIAND as deemed necessary                           | Meet with Cotterill of DIAND                                     | Jan. 5/77                       | R. Horsfield/<br>J. C. Underhill        |        |

| <u>Issue</u> | <u>Situation Appraisal</u>  | <u>Opportunity/Threat</u>  | <u>Key Assumption</u>   |
|--------------|---|--|---|
| Environment  | <ul style="list-style-type: none"> <li>- Industry's environmental practices and concerns acceptable to most northerners</li> <li>- Exception is concern over oil spill and/or blowout in offshore Beaufort</li> <li>- COPE expected to make most out of Dome's 1976 experiences</li> <li>- Neither Imperial nor Industry has any experience or method to quickly contain offshore incident</li> <li>- Native groups using such a possibility to further land freezes and calls for offshore moratorium</li> <li>- DIAND may delay company plans for Davis Strait drilling until environmental concerns satisfied (EAMES)</li> <li>- Media concern high</li> </ul> | <p>Opportunity for Imperial to demonstrate its concern for environmental matters</p> | <p>Imperial and others will be shut down if serious incident occurs</p> |



| Objective   | Strategy  | Plan  |                     | Status |
|---|---|---|---------------------|--------|
|   |   | Action  | Date/Responsibility |        |
| Imperial perceived as acting responsibly in all environmental matters | - Update oil spill contingency plan for offshore areas  | Document under review. Study under way on risk analysis and fate of oil.                            | 7706? DDB/DJM       |        |
|   | - Co-operate with DOE in formulating research for oil spill counter-measures in Beaufort Sea.             | IOL represented on AGRAD working groups. Industry position letter from APOA                         | On-going DDB/DJM    |        |
|   | - Ensure commitment by all Imperial agencies in the north to spill prevention and cleanup responsibility. | NWT-Yukon Imperial Oil Spill Committee (interdepartmental). Apparently no meetings to date in 1976. | On-going DDB/RHT    |        |
|   | - Prepare long range environmental assessments  | Slaney study at Netserk. CWS study at Taglu. Slaney impact statement re future plans.               | 7612 DDB/RHT        |        |
|   | - Protect white whale population and native hunting   | Monitor whale movements in relation to IOL activities   | 7612 DDB/RGW        |        |
|   | - Continue to co-operate with DIAND in selection of granular material sites.                              | Assisted government consultant in field studies   | 7612 DDB/RGW        |        |
|   | - Co-operate with ALUR on muskrat/seismic interaction   | IOL crew provided logistic support  | 7610 DDB*/RGW       |        |
|   | - Maintain liaison with government and public interest groups   | APOA/CPA annual environmental workshop  | On-going DDB**      |        |
|   | - Prepare plans for environmental study requirements in Davis Strait                                      | Literature review and identification of data gaps under way. Field work started                     | 7611 DDB/RGW        |        |

\* Geophysical Operations cooperated in this project

\*\* All levels of management have a role in the general strategy.

Request

5.

Issue Responsibility: D.D. Baldwin

| Objective   | Strategy  | Plan  | Date/Responsibility |          | Status |
|---|---|---|---------------------|----------|--------|
| Imperial perceived as acting responsibly in all environmental matters | - Update oil spill contingency plan for offshore areas  | Document under review. Study under way on risk analysis and fate of oil.                            | 7706?               | DOB/DJM  |        |
|   | - Co-operate with DOE in formulating research for oil spill counter-measures in Beaufort Sea.             | IOL represented on AGRAD working groups. Industry position letter from APOA                         | On-going            | DOB/DJM  |        |
|   | - Ensure commitment by all Imperial agencies in the north to spill prevention and cleanup responsibility. | NWT-Yukon Imperial Oil Spill Committee (interdepartmental). Apparently no meetings to date in 1976. | On-going            | DOB/RHT  |        |
|   | - Prepare long range environmental assessments  | Slaney study at Netserk. CWS study at Taglu. Slaney impact statement re future plans.               | 7612                | DOB/RHT  |        |
|   | - Protect white whale population and native hunting   | Monitor whale movements in relation to IOL activities   | 7612                | DOB/RGW  |        |
|   | - Continue to co-operate with DIAND in selection of granular material sites.                              | Assisted government consultant in field studies   | 7612                | DOB/RGW  |        |
|   | - Co-operate with ALUR on muskrat/seismic interaction   | IOL crew provided logistic support  | 7610                | DOB*/RGW |        |
|   | - Maintain liaison with government and public interest groups   | APOA/CPA annual environmental workshop  | On-going            | DOB**    |        |
|   | - Prepare plans for environmental study requirements in Davis Strait                                      | Literature review and identification of data gaps under way. Field work started                     | 7611                | DOB/RGW  |        |

\* Geophysical Operations cooperated in this project

\*\* All levels of management have a role in the general strategy.



Issue

Situation Appraisal

Opportunity/Threat

Boom and Bust

- Northerners fear a letdown in jobs, income, etc. as a result of industry cutbacks in the event of a "no go" pipeline decision or a moratorium period
- Pipeline boom construction period will aggravate north's social problems
- Inuvik presently experiencing a "bust" period. Small service businesses are pulling out and town is under severe financial strain

- Reinforce support for CAGSL as only viable line.

Key Assumption

Northerners want assurance of permanency by Imperial and Industry

Objective

Imperial perceived as responsible citizen of community sharing concern for local problem

Strategy

Prepare speech to be given in Inuvik and/or Yellowknife for clarifying Imperial position: viz.

- we see continuing potential in Beaufort
- activity level development on Gov't policies
  - (a) Pipeline
  - (b) Regulations
- development can proceed without prejudice to native claims.

Speech  
Inuvik



Issue Responsibility: G.R. MacDonald

| <u>Strategy</u>  | <u>Action</u>                         | <u>Plan</u> | <u>Date/Responsibility</u> | <u>Status</u> |
|--|---------------------------------------|-------------|----------------------------|---------------|
| Prepare speech to be given<br>in Inuvik and/or Yellow-<br>knife for clarifying<br>Imperial position: viz.<br>- we see continuing poten-<br>tial in Beaufort<br>- activity level development<br>on Gov't policies<br>(a) Pipeline<br>(b) Regulations<br>- development can proceed<br>without prejudice to<br>native claims. | Speech by D.D.L. to<br>Inuvik C of C. |             | Feb. 23    G.R. MacDonald  |               |

Issue Responsibility: G.R. MacDonald

| <u>Strategy</u>  | <u>Action</u>                         | <u>Plan</u> | <u>Date/Responsibility</u> | <u>Status</u> |
|--|---------------------------------------|-------------|----------------------------|---------------|
| Prepare speech to be given<br>in Inuvik and/or Yellow-<br>knife for clarifying<br>Imperial position: viz.<br>- we see continuing poten-<br>tial in Beaufort<br>- activity level development<br>on Gov't policies<br>(a) Pipeline<br>(b) Regulations<br>- development can proceed<br>without prejudice to<br>native claims. | Speech by D.D.L. to<br>Inuvik C of C. |             | Feb. 23    G.R. MacDonald  |               |



| <u>Issue</u>                           | <u>Situation Appraisal</u>   | <u>Opportunity/Threat</u>   | <u>Key Assumption</u>   | <u>Objectives</u>   |
|--|--|---|---|---|
| Product Supply<br>in Western<br>Arctic | <ul style="list-style-type: none"> <li>- Refined products manufactured at single location - Norman Wells</li> <li>- Norman Wells produces 25 MMG of 53 MMG required - remainder supplied ex Edmonton</li> <li>- Products transported by rail, truck and barge</li> <li>- Product handled by own agencies or through contractors</li> <li>- Agencies able to handle current throughput plus 5% annual growth over next five years</li> <li>- Massive increase in fuel supply required ex Edmonton during P/L construction</li> <li>- Byproducts from gas plants will exceed demand after 1981 and will re-orient supply patterns. <ul style="list-style-type: none"> <li>(a) natural gas</li> <li>(b) natural gas liquids</li> </ul> </li> <li>- DIAND has commissioned study with Gulf of Delta gas plant liquids disposition</li> <li>- NWT Council has initiated study of expansion of Norman Wells</li> <li>- NCPC are studying use of gas and liquids to provide power in Mackenzie Valley after P/L operating.</li> <li>- Gulf rumoured to be assessing market in Mackenzie Valley</li> <li>- Imperial Task Force studying supply opportunities for CAGSL.</li> </ul> | <ul style="list-style-type: none"> <li>- Pipeline construction will provide new supply opportunity.</li> <li>- Subsequent Delta production will disrupt Imperial's supply pattern in N.W.T.</li> <li>- Government may want to take over or exercise more control over fuel supplies and marketing in Western Arctic.</li> </ul> | Pipeline approval will be granted and Government will be very interested in fuel supplies to P/L and residents. | Imperial m<br>economic a<br>Marketing<br>system wit<br>Government |

| <u>Objective</u>  | <u>Strategy</u>  | <u>Plan</u>                      |                              |
|---|--|----------------------------------|------------------------------|
|   |  | <u>Action</u>                    | <u>Date/Responsibility</u>   |
| Imperial maintain an economic and efficient Marketing and Supply system with minimum of Government interference | Study fuel supply systems for Western Arctic, co-ordinated by Arctic Review Committee.             | Review study for Corp. Committee | Each meeting G. A. Fullerton |
|   | Maintain liaison with Government Departments involved<br>(a) DIAND (Yates)<br>(b) GNWT (Lofthouse) | Monitor DIAND                    | January R. Horsfield         |



7.

Issue Responsibility: G.A. Fullerton

| <u>Action</u>                       | <u>Plan</u>  | <u>Date/Responsibility</u> | <u>Status</u> |
|-------------------------------------|--------------|----------------------------|---------------|
| Review study for<br>Corp. Committee | Each meeting | G. A. Fullerton            |               |
| Monitor DIAND                       | January      | R. Horsfield               |               |

| <u>Issue</u>    | <u>Situation Appraisal</u>  | <u>Opportunity/Threat</u>   | <u>Key Assumption</u>                                      |
|-----------------|---|---|--|
| Product Pricing | <p><u>Northwestern NWT</u></p> <ul style="list-style-type: none"> <li>- Area north of Norman Wells</li> <li>- Growing demand continues to out-strip Norman Wells limited supply</li> <li>- Imports ex Edmonton at higher cost</li> <li>- Conditional agreement reached with DIAND on formula for pricing Norman Wells product at Edmonton parity by 1981</li> <li>- Return on capital employed at Norman Wells and related facilities will likely increase dramatically during 1976-81 as Edmonton parity pricing plan becomes effective</li> <li>- Due to subsidies, residents see indirect effects of pricing more than direct effects <ul style="list-style-type: none"> <li>NCPC - electrical power</li> <li>NTCL - barge tariffs</li> <li>PWA - air fares</li> </ul> </li> <li>- Government and Crown Corporations are most discerning</li> <li>- Gas plant by-products will exceed demand by 1981</li> </ul> <p><u>Southwestern NWT</u></p> <ul style="list-style-type: none"> <li>- Area south of Norman Wells supplied from Edmonton</li> <li>- Price increases to agencies at Yellowknife, Hay River, Ft. Simpson will exceed crude increases due to investment and transp. costs, if competition will allow.</li> </ul> <p><u>Eastern NWT</u></p> <ul style="list-style-type: none"> <li>- Supplied from South</li> <li>- Price changes tied to inventory turnovers.</li> </ul> | <ul style="list-style-type: none"> <li>- NWT Council may veto Ottawa pricing arrangements or put strong pressures on to reduce rate of increase</li> <li>- Federal and NWT Governments may try to "manage" supply/demand/pricing in NWT.</li> </ul> | <p>Imperial will be asked about future price increases</p> |

RH:mm  
January 1977



Objective

Imperial perceived as being logical and fair in its pricing

Northerners understand changing supply/demand relationships and the danger of isolating themselves from prices paid by rest of Canadians

Strategy

Do not initiate discussion but be prepared to talk to selected audiences, i.e., Territorial Council, Federal Government, business, native groups and media as required.

| <u>Issue Responsibility:</u>                     |             |                            |
|--|-------------|----------------------------|
| <u>Action</u>                                    | <u>Plan</u> | <u>Date/Responsibility</u> |
| Anticipate external reactions to price movements |             | G.A. Fullerton             |





Thought Leaders (other than Government, media, Trade Associations)

|                       |             |                                 |
|-----------------------|-------------|---------------------------------|
| Dick Hill             | Inuvik      | (businessman)                   |
| Nellie Cournoyea      | Inuvik      | (PRO, COPE)                     |
| Father LeMuer         | Tuktoyaktuk | (priest)                        |
| Rick Hardy            | Yellowknife | (President, Metis Assoc)        |
| George Erasmus        | Yellowknife | (President, Indian Brotherhood) |
| Father Adam           | Aklavik     | (priest)                        |
| Dave Reesor           | Yellowknife | (Assoc. of Municipalities)      |
| Brian North           | Yellowknife | (Yellowknife Exhibition)        |
| Brig.Gen.Thorneycroft | Yellowknife | (Commander, Northern Defense)   |

Associations

|   |  |
|---|--|
| Chamber of Commerce   |  |
| N.W.T.  | - R. Horsfield, G. A. Fullerton            |
| Inuvik  | - D.D. Baldwin                             |
| Norman Wells  | - A. Lorentz                               |
| Yellowknife   | - R. Baumbach                              |
| Alberta-Northwest Chamber of<br>Mines, Oil & Resources                  | - R. Horsfield, G. Fullerton<br>A. Lorentz |
| COPE  | - R. Horsfield (associate)                 |
| Inuit Tapirisat of Canada   | - R. Horsfield (associate)                 |
| Canadian Association in Support<br>of Native People                     | - R. Horsfield (director)                  |
| Petroleum Industry Committee for<br>Employment of Northern<br>Residents | - R. Horsfield (Vice Chairman)             |

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## REGIONAL CORPORATE COMMITTEE

### ROLE STATEMENT

The Regional Corporate Committee is the Company's principal field committee in each region. Its main responsibilities are external relations and internal communications and coordination. Through its chairman, it will provide management advice to the Board regional contact and receive guidance from him on external relationships in its area and on the area implications of inter-functional and corporate matters.

#### External Relations:

The Corporate Manager, who is chairman of the Regional Corporate Committee, has a particular responsibility for the effective management of Imperial's external relations, but responsibility must also rest in large measure on the field managers of individual operating units. The Regional Corporate Committee is a vehicle through which managers may jointly seek early identification of problem areas, initiate coordinated steps to establish Company attitudes, develop integrated action plans and review their implementation.

#### Internal Communications and Coordination:

Again, the Corporate Manager has a particular responsibility for coordination in internal areas particularly when they bear on the Company's external relations. However, other managers must also accept responsibility in those areas which bear on the environment and in addition they have a line responsibility for those purely internal operating activities which must be communicated or coordinated inter-functionally for the effective management of the Company. The Regional Corporate Committee is a vehicle through which the individual field managers may jointly carry out these responsibilities, seeking early identification of activities which have a corporate or inter-functional nature, establishing their inter-face points, initiating appropriate communication and action programs and reviewing their implementation. To assist them in this process, and paying particular attention to area implications, the Regional Corporate Committee shall:

- keep informed of the environmental factors relevant to the planning and operation of the Corporation;
- keep informed of corporate objectives and the consolidated plans and performance of the Corporation; (This implies some Head Office presentation of plans and data as well as field inputs.)
- keep informed of the major short- and long-term plans and objectives of the operating, administrative and service departments in their area.

DHM:ER

August 1975

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## CORPORATE MANAGER

### ROLE STATEMENT

The Corporate Manager is the Company's senior representative for the regional organization within which he is resident. His principal responsibilities include managing those activities necessary to develop and maintain a strong corporate presence in his community, a well informed employee group, and a cohesive corporate attitude within the organizations operating in his region.

#### Corporate Presence

The Corporate Manager, in his own right and in an initiating and coordinating relationship with other members of management, will ensure:

- that all external matters affecting Imperial's operations in an important way are anticipated and defined;
- that appropriate corporate attitudes and action programs are developed;
- that these attitudes and programs are effectively managed in order to advance the corporate interests.

The activities involved which will be developed with other departments and with particular assistance from Public Affairs include:

- government contact programs
- thought leader programs
- media programs
- community affairs and contributions programs

#### Internal Communications and Coordination

The complexity of Imperial's operations makes the effective intra-company communication of corporate programs and the coordination of functional activities, particularly those which may affect external relations, difficult. The Corporate Manager is responsible in his own right and in association with other members of management for the improvement of these communication and coordination processes.

He will ensure:

- that significant activities of a departmental or of a corporate or inter-functional nature are identified at an early stage of their planning and that the interface points are established;
- that appropriate communication and action programs are established;
- that the implementation of these communication and action programs is managed effectively.

The activities involved which will be developed with other departments and with particular assistance from Employee Relations and Public Affairs, include:

- employee communication programs
- improved coordination of operating actions which have significant or adverse impacts on other departments
- the administration of "vacuum" areas which specifically relate to overall corporate needs
- the appraisal of personnel on their performance in their corporate presence, communications and coordination responsibilities.

#### Organizational Relationships

The Corporate Manager has a regional responsibility to the Director designated as contact for his area. He is a member of the Corporate Affairs Department which will provide national coordination and direction and administrative support.

The Corporate Manager (although he does not have line responsibility) will be kept informed by functional managers of major operating problems, opportunities and decisions so that he may provide "inputs" to the decision making process.

The Corporate Manager should have frequent contact with central office management of operating and staff departments in order to ensure his understanding of their intended actions and their understanding of political implications in his area. He must have regular and frequent contact with the line and staff managers resident in his region.



To help the Corporate Manager carry out his responsibilities and to provide the needed organizational interface, there will be Regional Corporate Committees in each region which will be chaired by the Corporate Manager.

While the Corporate Manager has the primary responsibility at the public level in his region, this in no way excludes other company managers from filling appropriate community or government relations roles in their own fields. It is intended that other field managers should recognize the Corporate Manager's general responsibility and coordinate their activities and contacts with or through him so that he will be in a position to ensure consistent company voices and postures. In his general public role he will be supported by the Public Affairs Department and assisted by the Public Affairs Advisor who has responsibility for his area. In his government relations and other communication roles, he will be supported by the Government Relations Division of Corporate Affairs which will undertake regional programs in these specific areas.